

**STATE OF MICHIGAN**

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**GROUP ONE**

**BEHAVIORALLY ANCHORED RATING SCALES**

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# ADAPTABILITY

Maintaining effectiveness when experiencing major changes in personal work tasks or the work environment; adjusting effectively to work within new work structures, processes, requirements or cultures.

Needs Improvement	Meets Expectations	High Performing
<ul style="list-style-type: none"> <li>■ Procrastinates when there is needed change of adjustments.</li> <li>■ Consistently exhibits a negative attitude toward change.</li> <li>■ Challenges new work procedures.</li> <li>■ Avoids complying with new requirements or work situations.</li> <li>■ Exhibits aversion to change.</li> <li>■ Consistently complains about change.</li> <li>■ Fails or hesitates to implement change as required.</li> <li>■ Refuses to accommodate unexpected requests.</li> <li>■ Does not attempt to understand change.</li> </ul>	<ul style="list-style-type: none"> <li>■ Approaches change with a positive attitude.</li> <li>■ Exhibits willingness to comply with change; takes change in stride.</li> <li>■ Quickly responds to change and determines need for additional adjustments.</li> <li>■ Copes with change without incident.</li> <li>■ Carries out instructions as given for implementing new tasks/procedures.</li> <li>■ Quickly modifies behavior to deal effectively with change.</li> <li>■ Understands that unforeseen changes occur and willingly incorporates them into personal work routine.</li> <li>■ Maintains quality of work when change occurs in the work environment.</li> </ul>	<ul style="list-style-type: none"> <li>■ Anticipates change and creates backup plans before change occurs.</li> <li>■ Consistently copes with change without incident.</li> <li>■ Understands the need for change and embraces new work procedures.</li> <li>■ Consistently exhibits optimism, enthusiasm for change.</li> <li>■ Consistently overcomes obstacles resulting from change.</li> <li>■ Promotes acceptance of change by showing empathy; creates “win-win” scenarios, giving examples and explanations.</li> <li>■ Consistently acknowledges possible outcomes of change and plans accordingly.</li> <li>■ Remains focused while experiencing change.</li> <li>■ Consistently able to adjust approach to accommodate unique situations.</li> </ul>

# APPLIED LEARNING

Assimilating and applying new job-related information in a timely manner.

Needs Improvement	Meets Expectations	High Performing
<ul style="list-style-type: none"><li>■ Fails to utilize new knowledge or information in own work.</li><li>■ Frequently needs instruction/guidance.</li><li>■ Unwilling to assimilate and apply new job-related information.</li><li>■ Unwilling to comprehend training and information related to effective job performance.</li><li>■ Fails to acknowledge and share new information and its impact on the work area.</li><li>■ Does not seek answers or additional training when information is unclear.</li><li>■ Waits for others to apply new skills, information, procedures.</li><li>■ Does not participate in learning activities.</li></ul>	<ul style="list-style-type: none"><li>■ Shares new information and ideas.</li><li>■ Assimilates new information, knowledge, skill and ability, in relation to the work or work area.</li><li>■ Applies new knowledge and information.</li><li>■ Requests employer-sponsored training.</li><li>■ Comprehends information gained from written and verbal sources and training.</li><li>■ Seeks additional clarification if information is unclear.</li><li>■ Furthers learning through trial and error.</li><li>■ Shows interest in personal and professional development and utilizes available resources to expand abilities.</li></ul>	<ul style="list-style-type: none"><li>■ Rapidly absorbs and comprehends new information.</li><li>■ Actively seeks out new knowledge to utilize in work processes.</li><li>■ Adds to job knowledge through self-study.</li><li>■ Works to eliminate barriers to new applications of knowledge, skill, and ability.</li><li>■ Uses new information to develop procedures and formats to streamline tasks.</li><li>■ Consistently seeks to learn and perform different tasks, new responsibilities.</li><li>■ Regularly helps others by sharing information related to training.</li></ul>

# BUILDING CUSTOMER LOYALTY

Effectively meeting customer needs; building productive customer relationships; taking responsibility for customer satisfaction and loyalty.

Needs Improvement	Meets Expectations	High Performing
<ul style="list-style-type: none"> <li>Does not ask appropriate questions to determine customer needs.</li> <li>Offers “quick fixes” that fail to solve the problem or meet the need.</li> <li>Does not help the customer feel valued or appreciated.</li> <li>Provides misleading or incorrect information to customers.</li> <li>Shows disrespect through comments and actions.</li> <li>Fails to provide information in a timely manner; fails to follow up with customer concerns.</li> <li>Shows impatience in dealing with customers.</li> <li>Shows general disregard and apathy toward customers.</li> <li>Uses policy and procedures as a barrier.</li> </ul>	<ul style="list-style-type: none"> <li>Validates customer concerns by using active listening.</li> <li>Consistently checks understanding and perception of problem from customer perspective.</li> <li>Exhibits understanding of the importance of customer relationships by expressing concern, following up, and resolving issues promptly.</li> <li>Is professional, polite and courteous.</li> <li>Provides accurate and timely responses to customers and resolves customer issues.</li> <li>Has a welcoming, helpful attitude.</li> <li>Takes personal responsibility for meeting needs.</li> <li>Displays authentic concern to and for the customer.</li> <li>Balances provision of information with customers’ capability to understand technical information.</li> </ul>	<ul style="list-style-type: none"> <li>Gives the customer extra information that can be helpful.</li> <li>Projects a highly energetic and enthusiastic attitude when interacting with customers.</li> <li>Places customer as high priority.</li> <li>Displays a “whatever it takes,” “above and beyond,” approach to satisfying the needs of the customer.</li> <li>Spends time listening to customer concerns to help customer feel valued.</li> <li>Takes a personal interest in the customer as appropriate.</li> <li>Is proactively providing information to customers when they don’t understand how to communicate their needs (or don’t know what they need.)</li> <li>Consistently checks for understanding and satisfaction.</li> <li>Places customer as high priority, responding ahead of schedule or unexpectedly; seeking out customer needs before customer expresses them.</li> </ul>

# COMMUNICATION

Clearly conveying and receiving information and ideas through a variety of media to individuals or groups in a manner that engages the audience, helps them understand and retain the message, and permits response and feedback from the audience.

Needs Improvement	Meets Expectations	High Performing
<ul style="list-style-type: none"> <li>Does not pass on information in a timely manner.</li> <li>Is reluctant to share ideas, participate in discussions, and give feedback.</li> <li>Exhibits unwillingness to listen.</li> <li>Fails to correctly convey meaning; fails to perceive receiver's interpretation.</li> <li>Fails to correctly interpret communication from others.</li> <li>Uses state communication equipment for personal use.</li> <li>Fails to organize the communication.</li> <li>Does not seek clarification from others when message is unclear.</li> <li>Frequently uses incorrect grammar and spelling in work product or communications.</li> <li>Is often asked for clarification of written work and verbal communications.</li> <li>Avoids interaction/communication with others whenever possible.</li> </ul>	<ul style="list-style-type: none"> <li>Correctly interprets messages as reflected in quality of work and interaction with others.</li> <li>Gives clear and concise directions.</li> <li>Correctly conveys information, both verbally and in written form.</li> <li>Responds to others; acknowledges receipt of communication.</li> <li>Keeps others' attention using various methods of communication.</li> <li>Communicates verbally with appropriate tone and volume level; acknowledges effect of "tone" in written communication.</li> <li>Uses communication equipment appropriately.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently checks for understanding by relating perception of message content back to communicator.</li> <li>Has exceptional verbal and written communication skills.</li> <li>Consistently clarifies purpose and importance of message.</li> <li>Finds new communication uses for systems; creates new methods of message delivery for correct interpretation.</li> <li>Effectively and consistently identifies understanding level of others and communicates at appropriate level.</li> <li>Able to relay complicated information to listeners so the listeners correctly interpret the message.</li> <li>Is unusually/highly skilled at using questions and comments to draw appropriate information from others on phone and in person.</li> <li>Drafts non-routine correspondence; is final reviewer of routine and non-routine correspondence and documents.</li> </ul>

## CONTRIBUTING TO TEAM SUCCESS

Actively participating as a member of a team to move the team toward the completion of goals.

Needs Improvement	Meets Expectations	High Performing
<ul style="list-style-type: none"> <li>■ Tasks are often left for others to complete.</li> <li>■ Ignores team and organizational goals.</li> <li>■ Avoids project participation; volunteers only for “menial” project activities.</li> <li>■ Hoards knowledge or information that may assist team in reaching goals.</li> <li>■ Fails to volunteer skills and ability to contribute to goal attainment.</li> <li>■ Will not assist coworkers in the learning process.</li> <li>■ Does not support coworkers.</li> <li>■ Does not give input in meetings; avoids sharing thoughts/input.</li> </ul>	<ul style="list-style-type: none"> <li>■ Completes fair share of responsibilities.</li> <li>■ Helps others perform tasks and reach goals.</li> <li>■ Shares knowledge and information in order to complete activities.</li> <li>■ Willingly acts as a back up to coworkers.</li> <li>■ Embraces the team concept and works to achieve team goals.</li> <li>■ Serves as an active member on project teams.</li> <li>■ Participates and contributes in team meetings.</li> <li>■ Fulfills individual responsibilities by meeting deadlines.</li> <li>■ Subordinates own personal goals for the good of the team.</li> </ul>	<ul style="list-style-type: none"> <li>■ Consistently uses skill and expertise to lead group initiatives and support work group efforts.</li> <li>■ Helps others achieve without expectation of recognition.</li> <li>■ Assists fellow team members and takes on added responsibility without being asked.</li> <li>■ Makes suggestions striving to improve team performance.</li> <li>■ Consistently provides positive reinforcement and encouragement to fellow team members.</li> <li>■ Consistently focuses on the team’s goals.</li> <li>■ Leads team using informal guidance; shares knowledge, experience and expertise.</li> <li>■ Consistently demonstrates personal commitment to the team.</li> </ul>

## DECISION MAKING

Identifying and understanding issues, problems, and opportunities; comparing data from different sources to draw conclusions; using effective approaches for choosing a course of action or developing appropriate solutions; taking action that is consistent with available facts, constraints, and probable consequences.

Needs Improvement	Meets Expectations	High Performing
<ul style="list-style-type: none"> <li>Does not take responsibility for making even routine decisions; leaves decision making to others.</li> <li>Unable to make decisions on issues and problems related to work area.</li> <li>Makes decisions beyond scope of authority.</li> <li>Does not attempt to seek solutions.</li> <li>Fails to draw from past experience for problem solving.</li> <li>Ignores problems rather than making a decision on action required.</li> <li>Does not make decisions in a timely manner.</li> <li>Consistently needs more and more information before making a routine decision.</li> </ul>	<ul style="list-style-type: none"> <li>Makes quality decisions within a reasonable timeframe.</li> <li>Uses resources and experiences to make a decision.</li> <li>Able to make decisions on issues and problems related to the work.</li> <li>Draws from experience, analyses, and/or reference to reach conclusions.</li> <li>Addresses problem areas and makes decisions for corrections.</li> <li>Brings complex problems to supervisor, but also brings ideas to resolve them.</li> <li>Promptly addresses new problems or opportunities encountered in work.</li> <li>Recognizes impact of decisions affecting work area.</li> </ul>	<ul style="list-style-type: none"> <li>Anticipates possible problems with decisions and develops solutions.</li> <li>Consistently makes decisions in a timely manner.</li> <li>Willing to accept responsibility for decisions even if results were less than optimal.</li> <li>Consistently solves issues using past experience and analyses to avoid potential problems.</li> <li>Consistently creates relevant options for addressing problems.</li> <li>Looks for opportunities to solve issues before they become problems.</li> <li>Looks for ways to improve decision-making processes.</li> <li>Anticipates consequences of actions before making decisions.</li> </ul>

# IMPACT

Creating a good first impression, commanding attention and respect, showing an air of confidence.

Needs Improvement	Meets Expectations	High Performing
<ul style="list-style-type: none"><li>■ Shows a lack of confidence or knowledge.</li><li>■ Substandard grooming; is unkempt and not dressed properly for job activities.</li><li>■ Exhibits meek, fearful, or arrogant demeanor.</li><li>■ Is aggressive, rather than assertive.</li><li>■ Presents self in a non-professional manner.</li><li>■ Does not speak with a self-assured tone of voice.</li></ul>	<ul style="list-style-type: none"><li>■ Maintains a professional image.</li><li>■ Dresses in a manner consistent with position and grooming is appropriate.</li><li>■ Is decisive; takes charge of environment; is calm and in control.</li><li>■ Is assertive and polite in answering difficult questions and giving bad news.</li><li>■ Responds openly and warmly when appropriate.</li><li>■ Speaks with a self-assured voice using appropriate language skills.</li><li>■ Calming and reassuring in tone and manner.</li><li>■ Works toward commanding attention and respect.</li></ul>	<ul style="list-style-type: none"><li>■ Consistently dresses in a professional manner; grooming is impeccable.</li><li>■ Perceived as a positive and informal leader.</li><li>■ Rarely shows a sense of nervousness or being overly anxious.</li><li>■ Listens to others' concerns with interest.</li><li>■ Consistently displays a professional demeanor.</li><li>■ Consistently displays an air of confidence.</li><li>■ Commands a high degree of respect.</li><li>■ Has a high level of confidence and gains respect through daily interactions with others.</li><li>■ Gains confidence of others.</li></ul>



## INITIATING ACTION

Taking prompt action to accomplish objectives; taking action to achieve goals beyond what is required; being proactive.

Needs Improvement	Meets Expectations	High Performing
<ul style="list-style-type: none"><li>■ Does not take appropriate action to accomplish tasks.</li><li>■ Is not proactive; but reactive; avoids work.</li><li>■ Is content with status quo.</li><li>■ Fails to take on work; tasks and deadlines must be assigned.</li><li>■ Fails to follow through on projects/processes.</li><li>■ Does not take action to meet job requirements and achieve objectives.</li><li>■ Spends too much time “assessing” rather than solving.</li><li>■ Takes action only as instructed.</li></ul>	<ul style="list-style-type: none"><li>■ Takes appropriate action to accomplish tasks.</li><li>■ Takes action when appropriate; does not wait for others to take action.</li><li>■ Takes timely action to complete objectives and achieve goals.</li><li>■ Takes independent action to implement new ideas.</li><li>■ Takes action that goes beyond the requirements of the job.</li><li>■ Performs daily tasks effectively and in a timely manner.</li><li>■ Follows through on projects/processes.</li><li>■ Takes immediate action when made aware of a problem.</li></ul>	<ul style="list-style-type: none"><li>■ Proactively takes action based on legitimate need.</li><li>■ Anticipates situations and plans appropriate responses.</li><li>■ Takes action to achieve goals ahead of schedule; anxious to complete high-quality and timely work.</li><li>■ Anticipates setting new goals as experience and knowledge increases.</li><li>■ Consistently seeks out new assignments or issues to resolve; starts new projects/processes independently.</li><li>■ Completes complex assignments requiring interaction with other areas or resources.</li><li>■ Able to find interim solutions quickly to meet an unusual or immediate need.</li><li>■ Creatively identifies strategies for new action.</li></ul>

# INNOVATION

Generating innovative solutions in work situations; trying different and novel ways to deal with work problems and opportunities.

Needs Improvement	Meets Expectations	High Performing
<ul style="list-style-type: none"> <li>■ Unwilling to consider different methods of accomplishing work objectives.</li> <li>■ Avoids new and different solutions; does not value positive change.</li> <li>■ Fails to employ alternatives to complete job.</li> <li>■ Refuses to try new processes.</li> <li>■ Lacks creativity, inventiveness, originality.</li> <li>■ Does not view situations from multiple perspectives.</li> <li>■ Unable to generate creative, inventive, or imaginative ideas.</li> <li>■ Does not explore different areas of thought or approaches to solve problems.</li> </ul>	<ul style="list-style-type: none"> <li>■ Considers and accepts alternative ways to view or define problems, or accomplish work objectives.</li> <li>■ Accepts new opportunities and activities, if offered.</li> <li>■ Considers alternative methods to complete work and/or resolve issues.</li> <li>■ Develops solutions that address meaningful work issues.</li> <li>■ Is creative, imaginative in crafting solutions.</li> <li>■ Explores new processes.</li> <li>■ Researches alternative solutions; purposely seeks out new resources, gadgets, solutions, etc.</li> <li>■ Uses a logical approach to problems or issues in order to think out impact of new resolutions.</li> </ul>	<ul style="list-style-type: none"> <li>■ Suggests new methods to complete work objectives; attempts to engage others using enthusiasm and data.</li> <li>■ Creates pioneering or inventive methods, ideas, and solutions.</li> <li>■ Is consistently receptive to trying different approaches to dealing with work-related problems.</li> <li>■ Employs creative alternatives, novel ways to resolve issues.</li> <li>■ Shares new alternatives with others.</li> <li>■ Generates new processes.</li> <li>■ Consistently explores new processes to better perform tasks.</li> <li>■ Demonstrates outstanding problem-solving skills.</li> </ul>

## INTEGRITY/HONESTY

Contributing to maintaining the integrity of the organization; displaying high standards of ethical conduct and understanding the impact of violating these standards on the organization, self, and others; is trustworthy.

Needs Improvement	Meets Expectations	High Performing
<ul style="list-style-type: none"> <li>■ Does not treat others fairly/equitably.</li> <li>■ Violates confidentiality standards.</li> <li>■ Attempts to conceal errors.</li> <li>■ Does not demonstrate honesty.</li> <li>■ Lies to avoid accountability.</li> <li>■ Evades answering questions and is secretive about rationale, position, etc.</li> <li>■ Exhibits deception.</li> <li>■ Does not give proper credit to others.</li> <li>■ Continually violates work rules.</li> <li>■ Does not keep promises or commitments.</li> </ul>	<ul style="list-style-type: none"> <li>■ Treats others fairly/equitably and with dignity.</li> <li>■ Keeps commitments.</li> <li>■ Takes responsibility for one's own actions.</li> <li>■ Treats others fairly/equitably.</li> <li>■ Is trustworthy with confidential information.</li> <li>■ Exhibits honest work ethics and fulfills expectations.</li> <li>■ Shares thoughts, feelings, and rationale so that others understand personal positions.</li> <li>■ Remains professional and impartial; displays objectivity.</li> <li>■ Abides by work rules.</li> <li>■ Does not spread gossip, but seeks to confirm work-related information, if applicable.</li> </ul>	<ul style="list-style-type: none"> <li>■ High level of integrity and ethical behavior serves as a model for others.</li> <li>■ Consistently demonstrates excellent work ethics.</li> <li>■ Consistently treats others with respect.</li> <li>■ Maintains a high level of confidentiality.</li> <li>■ Consistently shares thoughts, feelings, and rationale so that others understand personal positions.</li> <li>■ Anticipates ethical issues and their impact and works to avoid/correct.</li> <li>■ Gives proper credit to others.</li> <li>■ Gains a high level of respect from others based on integrity of past actions.</li> </ul>

## INTERPERSONAL SKILLS

Considering and responding appropriately to the needs, feelings, and capabilities of others; adjusting approaches to suite different people and situations; and representing the agency to the public and other agencies in a courteous and pleasant manner.

Needs Improvement	Meets Expectations	High Performing
<ul style="list-style-type: none"> <li>■ Is inconsiderate to others and their feelings.</li> <li>■ All matters are dealt with in like manner.</li> <li>■ Shows no concern or acknowledgement of individuality of others or of situations.</li> <li>■ Does not try to build effective working relationships.</li> <li>■ Does not exhibit empathy.</li> <li>■ Incorrectly interprets emotions, actions or messages of others.</li> <li>■ Thinks only of self; shows disregard for effects of own actions on others.</li> <li>■ Does not help people feel valued, appreciated, and included in discussions.</li> <li>■ Spends too much time socializing; participates in cliques, gossip, and whispering.</li> <li>■ Disrespects others.</li> <li>■ Responds inappropriately using tones suggesting disgust, anger, or lack of importance.</li> </ul>	<ul style="list-style-type: none"> <li>■ Helps others to feel valued by showing empathy, respect, patience, and truthfulness.</li> <li>■ Aware of distinct personality types of others and is able to tailor interactions appropriately.</li> <li>■ Takes into consideration all aspects of a situation before responding to an individual.</li> <li>■ Helps people feel valued, appreciated, and included in discussions.</li> <li>■ Establishes positive relationships; values the contribution of differences.</li> <li>■ Collaborates well with others to work toward a common goal.</li> <li>■ Acknowledges needs, feelings, and capabilities of others.</li> </ul>	<ul style="list-style-type: none"> <li>■ Listens and asks questions to assure understanding and appropriate response.</li> <li>■ Fosters pleasant work environment by eliminating barriers to miscommunication and recognizing each person's contribution to the team.</li> <li>■ Able to mediate disputes and diffuse tense situations.</li> <li>■ Actively seeks feedback from others to identify ways to improve.</li> <li>■ Anticipates actions, arguments from others' perspective and responds appropriately.</li> <li>■ Consistently recognizes differences in skill levels and encourages others to improve, with appropriate suggestions on how to do so.</li> <li>■ Consistently treats others with courtesy and respect.</li> <li>■ When representing agency, shows agency in best possible light.</li> <li>■ Maintains courtesy to others in high stress/pressure situations.</li> </ul>

## MANAGING WORK

Effectively managing one's time and resources to ensure that work is completed efficiently; makes timely requests for sick/annual leave time; utilizes sick leave appropriately; and reports for work and returns from breaks and lunch in a timely manner.

Needs Improvement	Meets Expectations	High Performing
<ul style="list-style-type: none"> <li>Does not manage time well; is often late or absent; abuses break time.</li> <li>Takes excessive time off.</li> <li>Uses sick time in conjunction with regular days off.</li> <li>Does not take into account agency needs when requesting or using leave time.</li> <li>Work is not completed in a timely manner or at all; misses deadlines.</li> <li>Leaves task for others to complete.</li> <li>Does not allocate sufficient time to complete work tasks.</li> <li>Unwilling to stay late to accommodate rush requests.</li> <li>Lacks general knowledge of equipment, resulting in inefficiency.</li> <li>Starts job blindly rather than asking for assistance when clarification is needed.</li> <li>Attempts to get tasks reassigned to other employees.</li> </ul>	<ul style="list-style-type: none"> <li>Prioritizes tasks; adjusts priorities when appropriate.</li> <li>Uses time effectively, rarely late for work, rarely unexpectedly absent.</li> <li>Completes work in a timely manner.</li> <li>Willing to work overtime, when necessary.</li> <li>Uses leave time appropriately.</li> <li>Meets project deadlines.</li> <li>Considers others when utilizing leave; plans ahead for absences.</li> <li>Meets organizational goals.</li> <li>Uses appropriate time constraints to complete all tasks, even the less desirable aspects.</li> <li>Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.</li> <li>Has good knowledge of work tools; uses appropriate work tools and methods for efficiency.</li> <li>Maintains steady productivity/concern for work rules even without direct supervision.</li> </ul>	<ul style="list-style-type: none"> <li>Has an excellent attendance record; is rarely absent.</li> <li>Consistently uses time effectively, completes work in a timely manner.</li> <li>Consistently accommodates rush requests with minimal interruption to work flow.</li> <li>Completes tasks well in advance of deadlines.</li> <li>Consistently takes advantage of available resources and tools to complete work efficiently.</li> <li>Uses time effectively to complete all tasks, even the less desirable aspects.</li> <li>Continually identifies more critical and less critical activities and tasks and adjusts appropriately.</li> <li>Willing to go above and beyond normal job expectations.</li> </ul>

## QUALITY ORIENTATION

Accomplishing tasks by considering all areas involved, no matter how small; showing concern for all aspects of the job; accurately checking processes and tasks, being watchful over a period of time.

Needs Improvement	Meets Expectations	High Performing
<ul style="list-style-type: none"> <li>■ Work is not thorough and is inaccurate, continues to make the same mistakes.</li> <li>■ Does not act appropriately in situations affecting quality of work.</li> <li>■ Shows little regard for accountability.</li> <li>■ Lacks attention to detail.</li> <li>■ Does not provide feedback to management when unable to meet time or quality expectations.</li> <li>■ Ignores small errors that occur at one's stage of the process; shows disregard for effects on other parts of the process.</li> <li>■ Knowingly performs work with disregard for processes or procedures.</li> <li>■ Quality of work does not follow norm of work group; work is substandard given knowledge and experience.</li> </ul>	<ul style="list-style-type: none"> <li>■ Follows established procedures for completing work tasks.</li> <li>■ Demonstrates a good balance of productivity and quality of work.</li> <li>■ Does not rely on others to check quality of work.</li> <li>■ Provides new ideas and input for improvements.</li> <li>■ Makes certain that work is done as accurately as possible.</li> <li>■ Tracks work to ensure quality.</li> <li>■ Displays positive attitude regardless of task "level."</li> <li>■ Quality of work is equivalent to that of team members with similar level of knowledge and experience.</li> <li>■ Completes tasks with concern for the big picture.</li> </ul>	<ul style="list-style-type: none"> <li>■ Assures all processes and tasks are thoroughly checked and makes appropriate corrections when necessary.</li> <li>■ Follows work through entire process to ensure correct outcomes.</li> <li>■ Develops and proposes quality improvements.</li> <li>■ Works to eliminate barriers to quality.</li> <li>■ Ensures accuracy before passing along to the next person.</li> <li>■ Suggests correct or better ways to complete tasks if given inaccurate or incorrect procedures.</li> <li>■ Consistently makes sure all details are accurate and complete before considering a project complete.</li> <li>■ Always looking for ways to improve.</li> <li>■ Consistently follows work procedures accurately and carefully.</li> <li>■ Quality of work exceeds that of team members with similar level of knowledge and experience.</li> <li>■ Knows all aspects of the process, not just their own.</li> </ul>

# SAFETY AWARENESS

Being aware of conditions that affect employee safety.

Needs Improvement	Meets Expectations	High Performing
<ul style="list-style-type: none"> <li>■ Not concerned with the safety of self or others.</li> <li>■ Fails to adhere to safety policies and procedures.</li> <li>■ Practices unsafe work habits.</li> <li>■ Ignores dangerous conditions.</li> <li>■ Unaware of and/or unconcerned about how mistakes affect others' safety.</li> <li>■ Forgets/neglects to report safety problems.</li> <li>■ Lacks general knowledge of equipment and safe/appropriate operation of the same.</li> <li>■ Creates safety hazards.</li> <li>■ Takes short cuts to get the job done quicker, regardless of safety issues.</li> </ul>	<ul style="list-style-type: none"> <li>■ Reports unsafe working conditions, safety issues, hazards.</li> <li>■ Routinely maintains materials and equipment.</li> <li>■ Practices safe work habits.</li> <li>■ Wears proper safety equipment (personal protective gear.)</li> <li>■ Follows safety/security/custody policy and procedures appropriate to work area.</li> <li>■ General safety knowledge of all equipment.</li> <li>■ General knowledge of all machines/equipment in work area and the hazards associated with them.</li> <li>■ Does not take short cuts that could compromise safety.</li> </ul>	<ul style="list-style-type: none"> <li>■ Makes appropriate recommendations for safety/security improvements.</li> <li>■ Promotes safety awareness; coaches others on safe practices.</li> <li>■ Plans and implements new safety programs or approaches.</li> <li>■ Seeks out and reports safety hazards and takes necessary actions to warn and protect others.</li> <li>■ Seeks to improve/aids in the development of safety procedures and practices.</li> <li>■ Tries to anticipate safety issues and correct before occurrence.</li> <li>■ Consistently checks work area for unsafe conditions.</li> </ul>

# STRESS TOLERANCE

Maintaining stable performance under pressure or opposition (such as time pressure or job ambiguity); handling stress in a manner that is acceptable to others and to the organization.

Needs Improvement	Meets Expectations	High Performing
<ul style="list-style-type: none"> <li>Is unable to work well under pressure.</li> <li>Does not stay focused during times of stress.</li> <li>Loses temper and is outwardly angry or aggressive under stress.</li> <li>Needs to frequently remove oneself from stressful situations.</li> <li>Does not present a positive disposition; does not maintain constructive interpersonal relationships when under stress.</li> <li>Does not develop appropriate strategies needed to alter conditions that create stress and sustain physical and mental health.</li> <li>Uses unacceptable actions, gestures, or words in stressful situations.</li> </ul>	<ul style="list-style-type: none"> <li>Stays focused on issues and facts when under stress.</li> <li>Adapts to stress; alters response based on situation.</li> <li>Steady performer; performance does not suffer when exposed to stress.</li> <li>Does not collapse under pressure.</li> <li>Presents a positive disposition and maintains constructive interpersonal relationships when under stress.</li> <li>Works well under pressure.</li> <li>Is courteous to others in high stress/pressure situations.</li> </ul>	<ul style="list-style-type: none"> <li>Does not let emotion affect judgment; relies on facts and data to form and carry out appropriate responses in stressful situations.</li> <li>Stays focused on issues and facts when under stress.</li> <li>Consistently remains calm in face of added stress.</li> <li>Takes an active role in eliminating stress in the workplace.</li> <li>Effectively adapts to stress; alters response based on situation.</li> <li>Consistently performs well under the most rigorous and changing of conditions.</li> <li>Responds appropriately to opposition; uses aggressive response only in the context of acceptable behavior within policies and procedures.</li> <li>Is able to think on one's feet; able to evaluate situation and possible responses quickly and accurately.</li> <li>Demeanor and character diffuses situations; those dealing with stressful situations feel calmed by this employee becoming involved.</li> <li>Effectively diffuses hostile situations.</li> </ul>